132
2
1882
4109
Pat 33

BULLETIN OF THE

TAYLOR SOCIETY, New York

AN INTERNATIONAL SOCIETY TO PROMOTE THE SCIENCE
AND THE ART OF ADMINISTRATION AND OF MANAGEMENT

Volume XVII
1932

TAYLOR SOCIETY INCORPORATED
Engineering Societies Building
29 W. Thirty-ninth St.
New York

T58
.T4A12

Copyright by
TAYLOR SOCIETY INCORPORATED

USA 12041

Contents

I. Titles

Administration—*See* Public Administration . . . 71
Administrative Control—*Robert J. Davis* . . . 6
Advanced Courses for Disengaged Engineers . . . 234
American Consumer Market, The—*Virgil Jordan* and *Robert R. Doane* . . . 165
Applicability of Industrial Cost-Accounting Practices to the Electrical Utility Field, The—*See* Round Table Conference on Cost Accounting . . . 108
Applied Scientific Management—*King Hathaway*
I. Introduction: Its Applicability in All Areas of Management . . . 156
II. Organization and Classification . . . 229
Avoidance of Depression
Stabilization through Fiscal Policy—*Virgil Jordan* . . . 113
Stabilization through Money and Credit Policy—*William T. Foster* . . . 120
Stabilization through Regulation of Investment—*H. S. Person* . . . 121
Back Numbers Wanted . . . 203
British Association for the Advancement of Science—York Meeting . . . 134
Buying Power—*See* Purchasing Power
Case of the Twelve-Hour Day in Steel, The—1923—*See* Church Responsibility in Industrial Problems Case II . . . 64
Church Responsibility in Industrial Problems
Introduction—*Elliott Dunlap Smith* . . . 63
Case I. "The Open-Shop" Statement—1920—*F. Ernest Johnson* . . . 63
Case II. The Case of the Twelve-Hour Day in Steel—1923—*F. Ernest Johnson* . . . 64
Case III. The Detroit Incident—1926—*James Myers* . . . 64
Case IV. The Western Maryland Enginemen's Strike—1927—*Father R. A. McGowan* . . . 65
Case V. The Dairymen's Strike in the Chicago Milk Shed—1928—*Benson W. Landis* . . . 65
Case VI. The Textile Strike in Marion, N. C.—1929—*James Myers* . . . 65
Case VII. The Joint Study of the Centralia Case—1929-30—*Rabbi Sidney E. Goldstein* . . . 66
Case VIII. Inter-religious Conference on Permanent Preventives of Unemployment—1931—*Arthur E. Suffern* . . . 67
Classification—*See* Applied Scientific Management . . . 229
Coming Meetings . . . 137
Comment, Editorial . . . 1, 49, 93, 155, 203
Consumer Attitudes —*See* Measuring Consumer Attitudes . . . 50
Consumption—*See* Population Changes and Consumption . . . 162
—*See* Under-Consumption . . . 185
Control—*See* Avoidance of Depression . . . 113
—*See* Administrative Control . . . 6
—*See* Planning
Co-ordination in Public Administration—*See* Public Administration . . . 71
Cost Accounting as a Tool of Management—*See* Round Table Conference on Cost Accounting . . . 102
Cost-Accounting Methods Developed by Frederick W. Taylor and His Associates—*See* Round-Table Conference on Cost Accounting . . . 103
Costing, Retail—*See* Time Studies in Retail Stores . . . 18
Costs—*See* Standard Costs . . . 57
Credit—*See* Avoidance of Depression . . . 120
Dairymen's Strike in the Chicago Milk Shed, The—*See* Church Responsibility in Industrial Problems Case V . . . 65
Depression—*See* Avoidance of Depression . . . 113
—*See* Notes on January 27th (1932) Meeting Addresses, Notes on Discussion, etc., and Further Notes on Discussion, etc. . . . 52, 56, 62, 70
—*See* Planning
—*See* Purchasing Power
—*See* Stabilization
Depression and the Way Out, The—A Review of Three Important Books—*N. I. Stone* . . . 193
Detroit Incident, The—1926—*See* Church Responsibility in Industrial Problems Case III . . . 64
Development of the Policy of the Taylor Society, The—*See* A Taylor Society Anniversary . . . 41
Economic Planning—*See* Planning
Editorial Comment . . . 1, 49, 93, 155, 203
Electric Utilities—*See* Round-Table Conference on Cost Accounting . . . 108
Emergency Measures for the Relief of the Present Depression . . . 52, 56, 62, 70
Excerpts . . . 5, 112, 161, 164, 168, 184
Fiscal Policy—*See* Avoidance of Depression . . . 113
Foreign Guest's Appraisal, A.—*See* A Taylor Society Anniversary . . . 43
Government—*See* Public Administration . . . 199
Freeman, John Ripley—*See* Necrology . . . 71
Further Notes on Discussion of January 27th (1932) Meeting Addresses . . . 62, 70

1 W3 31 VIII /33

Hills Brothers Company—*See* Administrative Control 6
Hospital Management
Some Economic Issues in Hospital Management—*C. Rufus Rorem* 23
Hospital Management as a Business Undertaking—*Lewis N. Clark* 26
Index to Volume XVI 38
Industrial Overcapacity—*Robert F. Martin* 94
Industrial Problems—*See* Church Responsibility in Industrial Problems 63
Inter-religious Conference on Permanent Preventives of Unemployment—1931—*See* Church Responsibility in Industrial Problems Case VIII 67
Investment, Regulation of—*See* Avoidance of Depression 121
Japanese Branch of the Taylor Society—*See* The National Management Association of Japan 133
Joint Study of the Centralia Case—1929-30—*See* Church Responsibility in Industrial Problems Case VII . . . 66
Kelley, Mrs. Florence—*See* Necrology 38
Labor (Central Europe) and Scientific Management—*See* A Taylor Society Anniversary 43
Management—*See* Scientific Management
Marketing—*See* Merchandising
Measuring Consumer Attitudes—*J. David Houser* 50
Meetings of Other Organizations—*See* British Association for the Advancement of Science—York Meeting . . . 134
—*See* The National Management Association of Japan 133
—*See* National Vocational Guidance Association Meeting 235
Meetings of the Taylor Society—*See* Notes on January 27 (1932) Meeting Addresses, Notes on Discussion, etc., Further Notes on Discussion, etc. 52, 56, 62, 70
—*See* The April 14 Meeting 86
—See Coming Meetings 137
—*See* Special Meetings of the Taylor Society 17
—*See* Taylor Society Meetings 200
Merchandising—*See* Measuring Consumer Attitudes 50
Money and Credit Policy—*See* Avoidance of Depression 120
Myers, Harry Homer—*See* Necrology 134
National Management Association of Japan, The—*Miss Kiyo Kobayashi* 133
National Planning—*Grover A. Whalen* 2
—*See* Planning
National Vocational Guidance Association Meeting 235
Necrology 38, 134, 199
News of the Sections 17, 86, 133
Notes 17, 86, 133, 234
Notes on Discussion of the January 27th (1932) Meeting Addresses 56
Notes on January 27th (1932) Meeting Addresses 52
"Open-Shop" Statement, The—1920—*See* Church Responsibility in Industrial Problems Case I 63
Overcapacity—*See* Industrial Overcapacity 94
Organization—*See* Applied Scientific Management 229
Planning—*See* Scientific Management and Economic Planning 204
—*See* National Planning 2
—*See* Stabilization
—*See* Depression
Plant Facilities in the United States—*See* Industrial Overcapacity 94
Population Changes and Consumption—*Louis I. Dublin* 162
Public Administration
Introduction—*Luther Gulick* 71
Co-ordination in Public Administration—*Admiral T. T. Craven* 71
Public Utilities—*See* Round-Table Conference on Cost Accounting 100
Purchasing Power—*See* The American Consumer Market 165
—*See* Population Changes and Consumption 162
—*See* Under-Consumption 185
Purchasing Power and Wage Policy—*Emmett H. Welch* 169
Retailing—*See* Time Studies in Retail Stores 18
Round-Table Conference on Cost Accounting
Introduction—*H. S. Person* 100
Cost Accounting as a Tool of Management—*D. R. Anderson* 102
Cost-Accounting Methods Developed by Frederick W. Taylor and His Associates—*King Hathaway* 103
The Applicability of Industrial Cost-Accounting Practices to the Electrical Utility Field—*John H. Williams* . 108
Scientific Management—*See* Applied Scientific Management 156, 220
—*See* Hospital Management 23
—*See* Public Administration 71
—*See* Round-Table Conference on Cost Accounting 100
—*See* A Taylor Society Anniversary 39
—*See* Time Studies in Retail Stores 18
Scientific Management and Economic Planning—*H. S. Person* 204

Some Economic Issues in Hospital Management—*See* Hospital Management 23
Special Meetings of the Taylor Society 17
Stabilization—*See* National Planning 2
—*See* Scientific Management and Economic Planning 204
Stabilization through Fiscal Policy—*See* Avoidance of Depression 113
Stabilization through Money and Credit Policy—*See* Avoidance of Depression 120
Stabilization through Regulation of Investment—*See* Avoidance of Depression 121
Standard Costs—*G. Charter Harrison* 57
Sword of Damocles, The 155
Taylor, Frederick W.—*See* Round-Table Conference on Cost Accounting 103
Taylor Society Anniversary, A
The Taylor Society Twenty Years Ago—*Robert T. Kent* 39
The Development of the Policy of the Taylor Society—*H. S. Person* 41
A Foreign Guest's Appraisal—*Hans Mars* 43
Taylor Society Meetings 200
—*See* Meetings of the Taylor Society
Textile Strike in Marion, N. C., The—1929—*See* Church Responsibility in Industrial Problems Case VI . . . 65
Thomas, Albert—*See* Necrology 134
Time Studies in Retail Stores—*Frank M. Surface* 18
Time Study and Wage Systems—*A. B. Rich* 53
Training—*See* Advanced Courses for Disengaged Engineers 234
Under-Consumption—*Maurice Ansiaux* 185
Vocational Guidance—*See* Advanced Courses for Disengaged Engineers 234
—*See* National Vocational Guidance Association Meeting 234
Wages—*See* The American Consumer Market 165
—*See* Purchasing Power and Wage Policy 169
—*See* Time Study and Wage Systems 53
—*See* Under-Consumption 185
Western Maryland Enginemen's Strike, The—1927—*See* Church Responsibility in Industrial Problems Case IV . . 65

II. Authors

Allen, William H.—Discussion of *Public Administration* 84
Anderson, D. R.—*Cost Accounting as a Tool of Management* 102
—Discussion of *Round-Table Conference on Cost Accounting* 110
Ansiaux, Maurice—*Under-Consumption* 185
Bates, Daniel M.—Discussion of *Emergency Measures for the Relief of the Present Depression* 70
Blanchard, Fessenden S.—Discussion of *Church Responsibility in Industrial Problems* 68
Brett, Alden C.—Discussion of *Administrative Control* 10
Cameron, Arthur E.—Discussion of *Administrative Control* 14
Capes, William P.—Discussion of *Public Administration* 82
Clark, John Maurice—Discussion of *Round-Table Conference on Cost Accounting* 112
Clark, Lewis N.—*Hospital Management as a Business Undertaking* 26
—Discussion of *Hospital Management* 38
Cooke, Morris Llewellyn—Discussion of *Administrative Control* 16
—Discussion of *Hospital Management* 33, 37
—Discussion of *Public Administration* 84
—Discussion of *Round-Table Conference on Cost Accounting* 110, 111, 112
Coyle, David Cushman—Discussion of *Avoidance of Depression* 125
Craven, Admiral T. T.—*Co-ordination in Public Administration* 71
—Discussion of *Public Administration* 85
Davis, Harold M.—Discussion of *Church Responsibility in Industrial Problems* 68
Davis, Robert J.—*Administrative Control* 6
—Discussion of *Administrative Control* 16
Dickerman, Judson C.—Discussion of *Round-Table Conference on Cost Accounting* 111
Doane, Robert R.—*The American Consumer Market* 165
Dublin, Louis I.—*Population Changes and Consumption* 162
Dulles, Eleanor Lansing—Discussion of *Avoidance of Depression* 124
Editor—*Comment* 1, 49, 93, 155
Fairchild, Henry Pratt—Discussion of *Emergency Measures for the Relief of the Present Depression* 70
Fairchild, Mildred—Discussion of *Emergency Measures for the Relief of the Present Depression* 56
Foster, William T.—*Stabilization through Money and Credit Policy* 120
Goldstein, Rabbi Sidney E.—*The Joint Study of the Centralia Case—1929-30* 66
—Discussion of *Church Responsibility for Industrial Problems* 68
Goodell, Francis—Discussion of *Hospital Management* 38
Gourrich, Paul—Discussion of *Avoidance of Depression* 127
Gulick, Luther—Introduction to *Public Administration* 71
—Discussion of *Public Administration* 85

Hader, John J.—Discussion of *Emergency Measures for the Relief of the Present Depression* 70
Hagios, J. A.—Discussion of *Hospital Management* 37
Harrison, G. Charter—*Standard Costs* 57
Hathaway, King—*Applied Scientific Management—I. Introduction: Its Applicability to All Areas of Management* . . 156
—*II. Organization and Classification* 229
—*Cost-Accounting Methods Developed by Frederick W. Taylor and His Associates* 103
—Discussion of *Public Administration* 77
—Discussion of *Round-Table Conference on Cost Accounting* 111, 112
Hopf, Harry Arthur—Discussion of *Administrative Control* 16
Houser, J. David—*Measuring Consumer Attitudes* 50
Johnson, F. Ernest—*The "Open-Shop" Statement—1920* 63
—*The Case of the Twelve-Hour Day in Steel—1923* 64
—Discussion of *Church Responsibility in Industrial Problems* 68
Johnson, John Norton—Discussion of *Church Responsibility in Industrial Problems* 68
—Discussion of *Emergency Measures for the Relief of the Present Depression* 62
Jordan, Virgil—*The American Consumer Market* 165
—*Stabilization through Fiscal Policy* 113
Kendall, Henry P.—Discussion of *Administrative Control* 15, 16
—Discussion of *Church Responsibility for Industrial Problems* 68
Kent, Robert T.—*The Taylor Society Twenty Years Ago* 39
King, Judson—Discussion of *Round-Table Conference on Cost Accounting* 112
Kobayashi, Kiyo (Miss)—*The National Management Association of Japan* 133
Landis, Benson W.—*The Dairymen's Strike in the Chicago Milk Shed—1928* 65
Leffingwell, William H.—Discussion of *Administrative Control* 14
—Discussion of *Public Administration* 81
Loucks, William N.—Discussion of *Emergency Measures for the Relief of the Present Depression* 62
McGowan, Father R. A.—*The Western Maryland Enginemen's Strike—1927* 65
Mars, Hans—*A Foreign Guest's Appraisal* 43
Martin, Robert F.—*Industrial Overcapacity* 94
Mastick, Hon. Seabury C.—Discussion of *Public Administration* 79
Meeker, Royal—Discussion of *Avoidance of Depression* 131
Myers, James—*The Detroit Incident—1926* 64
—*The Textile Strike in Marion, N. C.—1929* 65
Orton, Malcolm F.—Discussion of *Round-Table Conference on Cost Accounting* 110, 112
Person, H. S.—*The Development of the Policy of the Taylor Society* 41
—*Scientific Management and Economic Planning* 204
—*Stabilization through Regulation of Investment* 121
—*The Sword of Damocles—an Editorial* 155
—Introduction to *Round-Table Conference on Cost Accounting* 100
—Discussion of *Administrative Control* 14, 15
Polokov, Walter N.—Discussion of *Emergency Measures for the Relief of the Present Depression* 62
Rich, A. B.—*Time Study and Wage Systems* 53
Rorem, C. Rufus—*Some Economic Issues in Hospital Management* 23
—Discussion of *Hospital Management* 36, 38
Smith, Elliott Dunlap—Introduction to *Church Responsibility in Industrial Problems* 63
Stone, N. I.—*The Depression and the Way Out—A Review of Three Important Books* 193
Suffern, Arthur E.—*Inter-religious Conference on Permanent Preventives of Unemployment—1931* 67
—Discussion of *Church Responsibility in Industrial Problems* 68
Surface, Frank M.—*Time Studies in Retail Stores* 18
Thompson, Sanford E.—*Comment* 203
Turner, Dr. Joseph—Discussion of *Hospital Management* 36, 38
Vezin, Charles, Jr.—Discussion of *Hospital Management* 37
Warner, Edward P.—*Emergency Measures for the Relief of the Present Depression* 52
Webber, Charles—Discussion of *Church Responsibility in Industrial Problems* 68
Welch, Emmett H.—*Purchasing Power and Wage Policy* 169
Whalen, Grover A.—*National Planning* 2
Wickenden, Homer—Discussion of *Hospital Management* 34
Williams, John H.—*The Applicability of Industrial Cost-Accounting Practices to the Electrical Utility Field* . . 108
—Discussion of *Round-Table Conference on Cost Accounting* 111, 112
Wormser, I. Maurice—Discussion of *Emergency Measures for the Relief of the Present Depression* 56
Wyckoff, Dewitte—Discussion of *Church Responsibility in Industrial Problems* 68

III. Reviews

Administration and Management of Business Combinations, by the *International Management Institute*—Reviewed by Ordway Tead 142
Adventure of Science, The, by *Benjamin Ginzburg*—Reviewed by Ordway Tead 137
American Planning in the Words of Its Promoters, by *Hugo Haan* 136

America's Way Out: A Program for Democracy, by *Norman Thomas*—Reviewed by Ordway Tead . . . 89
Art of Business Reasoning, The, by *H. G. Schnackel*—Reviewed by Ordway Tead 145
As I See It, by *Norman Thomas*—Reviewed by Helen A. Carnes 140
Basis for Stability, A, by *Samuel Crowther* and others—Reviewed by N. I. Stone 196
Books Received 48, 92, 136, 154, 202, 238
Builders of Delusion, by *Henshaw Ward*—Reviewed by Ordway Tead 137
Business and the Public Interest, by *Benjamin A. Javits*—Reviewed by Ordway Tead 142
Business Looks at the Unforeseen, by *Wallace Brett Donham*—Reviewed by Ordway Tead 140
Concentration of Control in American Industry, by *Harry W. Laidler*—Reviewed by N. I. Stone 88
Consumer Engineering, by *Roy Sheldon* and *Egmont Arens*—Reviewed by William H. Lough 47
Economic and Business Research in American Colleges and Universities, by *Business Research Council* . . . 202
Economic Consequences of Power Production, The, by *Fred Henderson*—Reviewed by H. S. Person . . . 139
Economic Control of Quality of Manufactured Product, by *W. A. Shewhart*—Reviewed by A. Griffin Ashcroft . 135
Economic Rhythm, by *Ernest Wagemann*—Reviewed by Frederick C. Mills 89
Economic Stabilization in an Unbalanced World, by *Alvin Harvey Hansen*—Reviewed by Ordway Tead . . . 200
Economic Survey of the Book Industry 1930-31, by *O. H. Cheney*—Reviewed by G. E. Schulz 147
Education for Business, by *Leverett S. Lyon*—Reviewed by M. M. Boring 153
Education for Business Management, by *James A. Bowie*—Reviewed by P. E. Henderson 153
Educational Experiments in Industry, by *Nathaniel Peffer*—Reviewed by Francis A. Westbrook 151
Efficiency and Scarcity Profits, by *Clarence J. Forman*—Reviewed by Hastings Lyon 144
Emergency Work Relief, by *Joanna C. Colcord* assisted by *William C. Koplovitz* and *Russell Kurtz* 154
Encyklopedia Vykonnosti II—Vyroba (Encyclopedia of Efficiency, Vol. II—Production), edited by *Ing. Dr. Stan Spacek* 154
Essays in Persuasion, by *John Maynard Keynes*—Reviewed by N. I. Stone 193
Evolution of Industrial Organization, The, by *B. F. Shields*—Reviewed by E. W. Morehouse 143
Fifth International Congress for Scientific Management—Amsterdam, July, 1932 143
Forest Land Uses in Wisconsin, by *Committee on Land Use and Forestry* 143
Foundations for Human Engineering, by *Charles R. Gow*—Reviewed by Lillian M. Gilbreth 91
Functioning of the Gold Standard, The, by *Dr. Feliks Mlynarski* 92
Graphiques, Les (Graphics), by *R. Satet* 146
History of Science and Its Relation with Philosophy and Religion, A, by *W. C. Dampier Dampier-Whetham*—Reviewed by Ordway Tead 137
Holding Company, The, by *James C. Bonbright* and *Gardiner C. Means*—Reviewed by Ordway Tead . . . 142
How to Stop Deflation, by *Professor J. Goudriaan* 237
How Workers Find Jobs, by *Dorothea De Schweinitz*—Reviewed by Herman Feldman 237
Human Engineering, by *Harry Myers, M.D.*—Reviewed by Eleanor G. Hayes 151
Human Nature and Management, by *Ordway Tead*—Reviewed by Dr. V. V. Anderson 91
Human Values, by *Dewitt H. Parker*—Reviewed by Ordway Tead 137
Industrial Hygiene for Engineers and Managers, by *Carey P. McCord, M. D.*—Reviewed by Willis C. Templer, M.D. 152
International Unemployment, edited by *M. L. Fledderus*—Reviewed by Helen A. Carnes 200
International Wage Comparisons, by the *Social Science Research Council* 202
Is Capitalism Doomed? by *Lawrence Dennis*—Reviewed by Helen A. Carnes 134
Labor Agreements in Coal Mines, by *Louis Bloch*—Reviewed by Ordway Tead 152
Management Control through Business Forms, by *Ladson Butler* and *O. R. Johnson*—Reviewed by W. H. Leffingwell . 146
Manual of Public Works Records and Accounting for Cities of 10,000 to 40,000 Population as Installed in Winona, Minnesota, by the *Committee on Uniform Street and Sanitation Records* and the *League of Minnesota Municipalities* 202
Medical Supervision and Service in Industry, by the *National Industrial Conference Board*—Reviewed by Ordway Tead 153
Men at Work, by *Lewis W. Hine*—Reviewed by Francis Goodell 237
Modern Economic Society, by *Sumner H. Slichter*—Reviewed by David Friday 138
Modern Government in a Colonial City, by *Luther Gulick*—Reviewed by Milton V. Smith 142
New Challenge of Distribution, The, by *Harry Tipper*—Reviewed by Harry R. Tosdal 235
New Roads to Prosperity, by *Paul M. Mazur*—Reviewed by Francis Goodell 201
L'Organisation Scientifique dans l'Industrie Americaine, a French translation of the Taylor Society book, by *A. Schubert* 200
L'Organisation Scientifique et les Achats (Scientific Management and Purchasing), by *J. Louis* 136
Organization Engineering, by *Henry S. Dennison*—Reviewed by Francis Goodell 87
Pathways Back to Prosperity, by *Charles Whiting Baker*—Reviewed by Francis Goodell 135
Personnel Problems, by *Felix E. Baridon* and *Earl H. Loomis*—Reviewed by Mary La Dame 150
Planned Society, A, by *George Soule*—Reviewed by Ordway Tead 140
Policy and Ethics in Business, by *Carl F. Taeusch*—Reviewed by Henry C. Metcalf 148
Preisvorbereitung (Pricing), by *Ed. Michel*—Reviewed by Harry Arthur Hopf 236
Preventive Management: Mental Hygiene in Industry, edited by *Henry B. Elkind*—Reviewed by Lillian M. Gilbreth . 48
Principles of Business, by *Charles W. Gerstenberg*—Reviewed by William B. Cornell 135
Principles of Organization, by *Henry P. Dutton*—Reviewed by John J. Hader 143
Problems in Sales Management (Third Edition), by *Harry R. Tosdal*—Reviewed by Paul T. Cherington . . . 146
Protection of Employees Against Abrupt Discharge, by *G. T. Schwenning* 136
Quantity and Economy in Manufacture, by *Fairfield E. Raymond*—Reviewed by Thomas W. Mitchell . . . 145
Rational Organisation and Industrial Relations, edited by *M. L. Fledderus*—Reviewed by B. M. Selekman . . . 90
Readings in Industrial Psychology, by *Bruce V. Moore* and *George W. Hartman*—Reviewed by John J. Hader . . 150
Reason and Nature, by *Morris R. Cohen*—Reviewed by Ordway Tead 137